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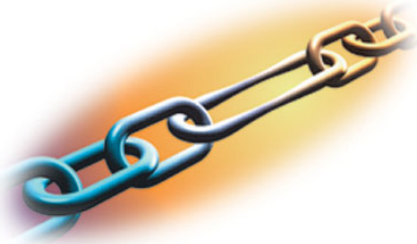
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Manpower Requirements Certification and Assistance Study

by Martha Calomese



The Secretary of the Army (SA) declared a material weakness in the Army's TDA manpower requirements determination programs in December 1997. The SA corrective plan mandates a 100% review of all Major Army Command (MACOM) headquarters and field operating agencies together with a random sampling of selected subordinate level work centers. Assessment

and corrective action has been assigned to the Assistant Secretary of the Army for Manpower and Reserve Affairs. The U.S. Army Manpower Analysis Agency (USAMAA) is conducting reviews of the MACOM's processes to satisfy the Army's material weakness in manpower requirements determination methodology.

The time frame of the study for U. S. Army Corps of Engineers (USACE) is 1 October 2001 thru 30 September 2002 and the baseline period for the workload data is FY02. HQUSACE and the Humphreys Engineers Center Support Activity (HECSA) will undergo a 100% certification and assistance study, which will begin 1 December 2002. "Civil-funded only" work centers are excluded from this study.

The first phase of the study was completed on 30 November 2001 and consisted of partial Individual Task Lists which included header and task information, Organizational Chart and manpower summary MATRIX for all work centers. HECSA provided the Manpower Management Document (MMD) and manpower summary MATRIX for HQUSACE.

The second phase of the study is 15 March 2002 and will consist of a partial baseline package. The baseline package is intended to be a comprehensive document that provides an executive review of the mission and functions, organizational structure, workload and manpower resources of a work center.

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The package will consist of Mission & Functions, completed Individual Task Lists to include manhour data, Organizational Chart and manpower summary MATRIX.

The third phase of the study is 21 May 2002 (HECSA) and 8 July 2002 (HQUSACE) and will consist of a complete baseline package for initial review by the HQUSACE Manpower Office. This will give the HQUSACE manpower office an opportunity to view each work center and make recommendations and changes as needed.

The fourth phase of the study is 16 August 2002 (HECSA) and 6 September 2002 (HQUSACE) and will consist of a complete baseline package for final review. This will be the last chance you will have to make changes to your package.

The fifth phase of the study is 18 October 2002 (HECSA) and 8 November 2002 (HQUSACE) and will consist of forwarding all baseline submissions to USAMAA for review.

The sixth and final phase of the study is an on-site visit by USAMAA, which will begin 1 December 2002 (HECSA) and 10 December 2002 (HQUSACE).

This guidance can be found at <http://www.usace.army.mil/inet/functions/rm/manpower/requirements/certification.htm>.

Information on the Modern Defense Civilian Personnel Data System (MDCPDS)

by Patti Vargo

What is the Modern DCPDS system?



Why do we have to use it? The Modern DCPDS (Defense Civilian Personnel Data System), or MDCPDS, is a human resources information system that supports civilian personnel operations in the Department of Defense (DoD). It is the vehicle for processing personnel actions. It covers all appropriated fund DoD civilian employees, and will eventually also cover nonappropriated fund (NAF) and local national employees. It replaces the “legacy” Defense Civilian Personnel Data System. It also replaces the Personnel Process Improvement (PPI) Suite.

Some examples of the various types of Request for Personnel Actions (RPA, formerly called SF52) that can be requested are as follows:

- Awards – Used for various individual awards for employees.
- Change Actions – Includes change in hours, change in work schedule, or name change.
- Details – To initiate a detail for an employee, extend a detail or terminate a detail.
- Extension of NTE – Commonly used for extension of temporary appointments, term appointments, position changes and LWOP.
- Non Pay/Non Duty Status – Commonly used for placement in nonpay status, suspensions or leave without pay.
- Position Action – Used to abolish, establish or review a position.

- Realignment – Used for movement of an employee and the employee's position resulting from an organizational change such as a reorganization. There is no change in the employee's position, grade, or pay.
- Reassignment – Used to move an employee from one position to another with no change in grade.
- Recruit/Fill – Used to initiate staffing action for a vacant position.
- Return to Duty – Used for actions that return an employee to pay or duty status after a documented period of nonpay or nonduty status.
- Salary Change – Used most commonly for promotions, temporary promotions, change to lower grade, etc.
- Separation – Used for retirements, resignations, removals and terminations.

A Position Information Attachment form needs to be completed by the requesting official and attached to the RPA. This form consists of basic position data needed to process the action. Without **all** of this data, the CPOC cannot process the action. The following personnel actions do NOT require completion of the form: awards, resignations, name changes, deaths, retirements, suspensions, realignments, change in work schedules, change in hours, and LWOP.

If the RPA requires a position description (i.e. Recruit/Fill, Position Review or Promotion) and the position description is not in the Fully Automated System for Classification (FASCLASS), then you will need to attach it to the RPA. FASCLASS is a centralized database at HQDA that gives access to active position descriptions and position related information throughout Army.

A tutorial is available for RPA attachments including the Position Information Attachment at the website <http://cpol.army.mil>. First step is to click on Links, then select Regional Homepages, next step is to select National Capital Region, scroll down until you find North Central CPOC, click OK, click Links, then Modern (MDCPDS), and last step is to click on Tutorial for RPA Attachments and page down {pg dn} to view the various pages of the tutorial.

A RPA is not necessary for an appropriation code change only. You need to forward appropriation changes via e-mail to the CPAC, with a copy furnished to your CEHEC-RM-M analyst. The HECSA CPAC will forward all appropriation code requests to the CPOC to make the changes. The message to the CPAC should have the following information: employee name, organization code, MMD paragraph/line number, new appropriation code, and effective date.

A RPA will need to be processed if you have an appropriation code **and** UIC change.

The RPA Flow Process is as follows:

- ▶ Requester completes RPA and forwards to Directorate/Office for authorizing signature.
- ▶ Manpower POC reviews request and provides authorizing signature and forwards to CEHEC-RM-M.
- ▶ CEHEC-RM-M logs all RPAs if all information is correct and annotates MMD (adds information or comments as necessary, and coordinates with CEHEC-RM-B, if necessary (all reimbursable positions, positions not annotated on the MMD (i.e. new

positions, upgrades) and unauthorized positions).

- ▶ If funds are available, CEHEC-RM-B returns to CEHEC-RM-M to continue processing.
- ▶ CEHEC-RM-M then forwards to the HECSA EEO Office.
- ▶ HECSA EEO Office reviews and forwards to CPAC.
- ▶ CPAC then forwards RPA to the CPOC for processing.

NOTE: Award RPA's are not forwarded to CEHEC-RM-M or the HECSA EEO Office.

At first processing, RPAs may seem somewhat intimidating, but increased usage will ease the process.

References used for this article are The Modern Defense Civilian Personnel Data System MDCPDS) Desk Guide, 27 November 2000 and the <http://cpol.army.mil> Website.

TELEWORK

by Tom Phelps



Public Law No. 106-346, Section 359, dated 23 October 2000, states that each executive agency shall establish a policy under

which eligible employees of the agency may participate in telework to the maximum extent possible without diminished employee performance. The law applied to 25% of the federal workforce in FY01 and to additional 25% increments of the federal workforce each fiscal year through FY04.

The actual number of teleworkers is dependent on the number of eligible positions, personnel who want to telework, and approval by the supervisor. Department of Defense telework policy dated October 2001 is at web site <http://www.telework.gov/>.

Generally, telework is suited for a position with work that is portable and does not require the employee to be at the traditional worksite. A suitable employee is one who has demonstrated dependability. The approved telework agreement may be ended at any time by the supervisor or employee. A teleworker may not use duty time to provide dependent care or for any purpose other than official duties.

The Telework Process Action Team is exploring the possibility of using the Kingman and GAO buildings as telework centers for HQUSACE and HECSA staff. The Kingman building has 30-45 work stations and the GAO building about 10 work stations potentially available for telework. Also, there are 15 General Services Administration telework centers in the Washington, D.C. region. In the near future, the team will survey the HQUSACE and HECSA workforce to gauge interest in telework at the Kingman or GAO buildings, GSA telework centers, and at home.

Performing Agency Appropriations!

by Thomas McQuillen

As part of the preparation of agency Chief Financial Officer's Act (CFO) Financial Statements, a requirement we face is to determine whether "eliminating entries" need to be posted. What this means is, if the Corps is sending say, the Department of Energy (DOE) 100 dollars, and DOE turns around and lets a contract for 100 dollars,



and pays the contractor that hundred, it will record a disbursement on the DOE reports of that amount, then bill the Corps. When the Corps pays

DOE, then the Corps will also report a 100 dollar disbursement! For the same work! Then the CFO report preparers will need to coordinate on making a notation to the financial statements that allows those who are reading the reports to understand that this 100 dollars was reported as being spent on the same thing by both the Corps of Engineers as well as the Department of Energy.

In order to make the capture of these eliminating entries possible, we have undergone a change to the Corps of Engineers Financial Management System (CEFMS) to require the input of the "Performing Agency Appropriation" when Government Order Acceptances are posted to the system. We have been going through this procedure for about a year now, and fulfilling this requirement has not been easy. It seems that many of our Federal Employee brethren are:

- 1) Not aware of the CFO Act.
- 2) Not aware of the eliminating entry requirement.
- 3) Not aware of the financing ("carrier") appropriation they will use to do our work.
- 4) Defensive about giving us the needed information, and/or
- 5) Suspect of our intentions.

Some of the folks here who have had to contact individuals from other agencies to find out what their "carrier" appropriation is for the Government Order we sent them have been answered with everything from "None of your business" to "I have no idea what you are talking about". In many instances it takes weeks to get an answer! In order to fulfill this requirement, we may need your help. We may be calling you to find out if you have a financial point of contact at the performing agency to which you have sent an order. Please bear with us in this effort, for we are also stuck in the middle!

This requirement only applies to Government Orders that are sent outside the Corps of Engineers, since CEFMS allows for the capture of this information on all "Corps to Corps" work! Unfortunately, we have many orders that go to agencies outside the Corps, so we have lots of contacts to make and entries to do throughout the year. Fortunately, at last year end, we were able to obtain this information for every Government Order on our books, but it wasn't easy! As stated above, please bear with us when we ask for your assistance with regard to obtaining "Performing Agency Appropriations"! Thank you in advance!



HQ Operating Budget Formulation Overview

by June F. Moser, CDFM

In the past few months we have had a significant turnover in our senior leadership at the Headquarters. Some key personnel simply moved from one leadership position to another, while others came into the HQ for the first time. In either case, they found themselves with new areas of responsibility, many of which involve the Headquarters Operating Budget. As a result, the HECSA staff has provided orientation briefings to let these key staffers know how HECSA supports the HQ, and help to define HECSA's operational role vs. the HQ policy role. In order to reach those individuals who may not have had an opportunity to be briefed and any other interested parties, we are summarizing some of the key points from these briefings below to give an overview of the HQ operating budget process.

The primary documents governing the HQ operating budget process are ER 37-1-24, Operating Budget, and OM 37-1-9, HQUSACE Planning, Programming, Budgeting and Executing Operations. Both of these documents are available on the USACE Publications website. ER 37-1-24 establishes the requirement to have an operating budget that identifies all resources available to the commander/director. OM 37-1-9 establishes the internal HQ operating budget process, and defines roles and

responsibilities of HQUSACE staff principles for providing executive direction and management of the operating and program account budgets and HECSA's role in overseeing the formulation and execution process.

The budget process typically encompasses three fiscal years at any given time: (1) the Current Year (execution year); (2) the upcoming Budget Year (next FY); and (3) the formulation Budget Year (BY+1). For example, the current year (CY) is FY 02, the upcoming budget year (BY) is FY 03; and the formulation budget year (BY+1) is FY 04. The Office of Management and Budget releases annual budget formulation guidance in OMB Circular A-11, issued generally in the January-February timeframe. This guidance is incorporated into HQUSACE guidance for both the Civil and Military Appropriations formulation processes.



On the Civil Works side, the BY+1 Program EC is developed by Programs Division (CECW-B) and published in the Spring to provide Corps-wide formulation guidance and suspense dates for preparing their proposed President's Budget submission. Typically for Executive Direction and Management (ED&M) activities (HQ, MSCs, and supporting FOAs), the due date is early June. Based on the Program EC datacall in the spring, HECSA then issues a datacall to all HQ Staff Elements to formulate their requirements IAW OMB and HQUSACE guidance. The guidance includes rates of inflation for non-labor costs, projected pay and benefit increases, and outlay ceilings

within which all appropriations within the agency must fit. The General Expenses (GE) account, which is the civil ED&M counterpart, competes within the overall Civil Works Outlay Ceiling for program levels. The proposed Civil Works budget for BY +1 is incorporated in the Civil Works Program Memorandum and submitted to the Assistant Secretary of the Army (Civil Works), who in turn submits it to the Office of Management and Budget. After working with the OMB examiners, defending the required funding levels, OMB issues a "Passback" to USACE with recommended changes to the proposed budget, and providing an opportunity for reclamation. The final decisions provide the basis for the President's Budget submission due in the December/January timeframe, and released to the public the first week of February.

On the Military Programs side, the Army Program Objective Memorandum, or POM, cycle kicks off that process in the January timeframe and the MACOM POM is submitted to HQDA by mid-February. The POM consists of baseline funding levels in continuing MDEPs plus adjustments for inflation or program changes based on priorities, program life, additions, etc., and includes funding levels for six fiscal years. The upcoming POM cycle will include FY 04-09. The POM is the vehicle to identify unresourced requirements to be considered for outyear resourcing. The Army POM is then submitted by the ARSTAF to the Office of the Secretary of Defense in mid-May. During the summer months, the HQUSACE staff is involved with monitoring progress and working with the Army staff to assess impacts, defend requirements, etc.

By June, the HQ Program Managers develop their intended distribution of funds across all Corps field activities based on the latest congressional action on the respective

appropriations bills for the upcoming fiscal year plus projected guidance for the following two years. For Civil Works, the appropriations bill is entitled The Energy and Water Resources Appropriations Bill, and for Military programs, the key appropriations are the Defense Appropriations Bill and the Military Construction Bill. Since we have a healthy reimbursable program, we are interested in the progress of other appropriations bills as well. The instrument that provides these three years' guidance is the Consolidated Command Guidance (CCG), published generally in the June/July timeframe and updated periodically as needed. The CCG is a vital tool for resource planning purposes for the outyears. Based on this initial CCG, which is subject to change depending on final appropriations, changing priorities, etc., the HQ begins to build its proposed BY and BY+1 operating budget. Next May/June timeframe, we will be formulating the revised FY 03 and required FY 04 budget, given parameters and guidance provided by the HQ staff.

The budget cycle is defined as the PPBES process: Planning, Programming, Budgeting, and Execution System. Since Operating funds are primarily those funds that support the operations of the MACOM HQ, HECSA provides administrative support and management of the operating side of the budget through all phases of the PPBES cycle. The Junior Program Budget Advisory Committee (JPBAC), defined in OM 37-1-9 and co-chaired by the Director of Resource Management and the Deputy Chief of Staff for Support, is the decision-making forum for the operating budget. However, since Program funds are primarily managed at the HQ by a designated Program Manager for individual programs, and these programmatic requirements apply to general or specific Corps-wide programs or

missions, program formulation decisions are made by the corporate level Headquarters Senior Program Budget Advisory Committee (SPBAC). The Chief of Engineers or his delegate, generally the Deputy Commanding General, chairs the SPBAC. HECSA's role in overseeing the total HQUSACE budget is to identify all resources to be executed in the HQ database to the Commander IAW ER 37-1-24, and ensure any program or reimbursable funded positions are fully funded according to their AMSCO assignment.

Under the umbrella of the total HQ Operating Budget are *Direct* Operating and Program Funds, and *Reimbursable* Operating and Program Funds. "*Operating*" is defined as supporting the operations of the MACOM Headquarters itself, to include rent, communications, utilities, labor, equipment, materials and supplies, janitorial and security services, travel, training, printing and reproduction, and other contractual services. These categories of expense are called "Object Classes" and are defined numerically in OMB Circular A-11 and are used in the Corps of Engineers Financial Management System (CEFMS) to track and report obligations and expenditures. "*Program*" funds are defined as programmatic in nature, designated for specific purposes, which have applications or benefits Corps-wide. Examples of Program accounts are Civil Engineer Guidance Update Program, Civil and/or Military Automated Information Systems that have Corps-wide applications, such as COE Electronic Document Management System (CEEDMS), or Army Civilian Training, Education and Development (ACTEDS) military funding with GE as its Civil counterpart.

The HQ operating budget consists of both direct and reimbursable operating and program funds. When the HQ Staff Elements submit their budget requirements in response to HECSA's datacall, they identify their requirements based on the expected funding source according to the mission(s) supported. HECSA consolidates all requirements by funding source, and develops the overall ED&M budget to be submitted to the JPAC for consideration. The JPAC meets and reviews the various requirements, and based on prior year execution, justification, priority, and funds available, determines funding levels for each HQ Staff Element within the proposed funding/guidance level. This funding level breakout is valid only as long as the bottomline funding guidance supports it. As the MACOM issues revised Consolidated Command Guidance (CCG), or requirements/priorities change, adjustments may be necessary to fit within the total available funds.

In the next issue of the Bottom Line, we will define the direct ED&M and reimbursable accounts that support the Headquarters staff and their respective missions and various cross-sections of the operating budget (non-discretionary vs. discretionary; direct vs. reimbursable/program, etc.).

Unliquidated Obligation(s) Validity Review (ULO Review) and Canceling Appropriations

by Thomas McQuillen

In the last two articles on this subject (The Bottom Line, January 2000 and January 2001) I described the Army's Joint Reconciliation Program, and related new guidance for the program, along with some tips on how to achieve the program's goals. In this article, I will point out the program

goals for this year, as well as speak to the word added to the title – Validity!

Our goal, again for FY 2002, is to reach a zero obligated balance in all canceling appropriations by the end of the third quarter, 30 June 2002. Again this year, we have been challenged to reduce the obligated balance in appropriations that will cancel at the end of Fiscal Year 2003 by 50%, this also by 30 June 2002. To accomplish this, we must closely review obligations in 1997 Operation and Maintenance appropriations, (for Army, 2172020, for DoD, 9770100), 1996 Research and Development appropriations (for Army, 2162040, for DoD, 9760400), 1995 Procurement appropriations (for Army, 215203*, where the * can vary depending on the type of procurement), and 1993 Military Construction appropriations (2132050 for Army, 9730500 for DoD.)

Although we did not reach the Army goal by 30 June 2001, we did manage to reduce canceling obligations to zero for all databases by the end of Fiscal Year 2001. In addition, for the Headquarters, we were able to reduce the balance in appropriations canceling at the end of this Fiscal year by greater than 50%. Due to this effort the canceling balance to be reviewed this fiscal year for the Headquarters is less than one million dollars. Compared to last years nearly eight million dollars, the task should be much easier this year, and we should be able to make the 30 June goal!

Now for the term *validity*. Webster's defines the term "valid" to "mean having such force as to compel serious attention and acceptance." This means that when we are

reviewing the obligations for which we are responsible, we should be doing more than just placing our initials on a checklist and sending it to Finance and Accounting for disposition. It means that the objects of our review should *compel serious attention* by having us do a little further digging to see if the obligation in question was accurately estimated when it was posted, if it in fact has been financially satisfied, and also whether any action is necessary by the Contracting Officer to reach final disposition.

Please be aware that the term *validity* also includes some other concepts, that can be applied up front, when entering into the obligation scenario, such as "executed with the proper legal authority", "well grounded or justifiable", and "appropriate to the end in view". If these phrases are also considered when creating our Purchase Request and Commitment, then the other end of the process – reviewing the obligation document three times each year during its life, may not be as challenging!



Quipster's Corner

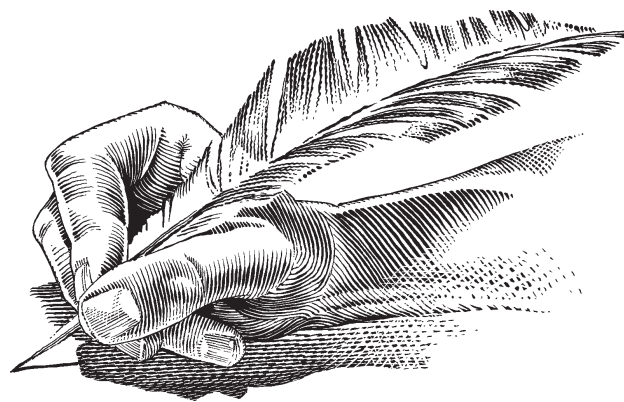
The definition of an **unbalanced budget**: Yearning capacity is greater than earning capacity.



Timekeeping Is Vital To Financial Accountability

By Marticia Banks-Booker, CDFM

Labor Costs are a major portion of the entire HQUSACE Budget. It constituted over \$77 million dollars and over 1,288,476 of Regular/Overtime/Holiday hours in Fiscal year 2001. This phenomenal amount is actually expended within each of the 26 pay periods when Time and Attendance is recorded in CEFMS, then interfaced with the Defense Civilian Payroll System (DCPS). Although the Leave Year begins the first full



codes that begin with a “B” cite the Corps Revolving Fund. A HQUSACE Budget Point of contact (POC) provides the timekeepers with the correct labor charge codes that correspond to the Manpower Manning Document (MMD).

Key Link to MMD

<i>Funded Type</i>	<i>MGMT Structure (AMS)</i>	<i>Work Item</i>	<i>Labor Charge Code</i>
General Expenses (GE)	08503124110(017254)	630C74	L07906
OMA-AMHA/FO	431898F0C00	B9BCD4	L07908
OMA-AMHA/	431898F0A00	FC963J	L07909
OMA-AMHA/IM	431898F0B00	741KH7	L07910
OMA-Automation Support	42361200000	GBHK6B	L07911

pay period in January, labor cost accounting begins on 1 October and ends on 30 September for the most part. Timekeepers are an integral part to the accuracy and timeliness of the labor cost accounting process.

This process begins primarily each October as Labor Purchase Request and Commitment (PR&C) documents are created, approved, and certified. These Labor “*Authorizations*” generate a six-digit labor charge code for the respective fiscal year only, and the PR&C Authorization amounts can be amended, as necessary, throughout the fiscal year. This **labor charge code** begins with a “L” when citing military or civil appropriations. Charge

The **labor charge code** is linked to a *Work Item* which in turn is linked to a complete accounting classification. Within this accounting classification lies the Army Management Structure (AMS) code, or AMSCO, which is also listed on the MMD. Each position that is authorized or occupied on the MMD has a management structure code that specifically identifies the type of funds to be used for the employee’s labor. The table below represents the Direct Labor Charge Codes for the HQUSACE Operating Budget and the AMS codes on the MMD. The management structure code for the Civil General Expenses (GE) funds contains a parenthetical number to further identify the funds within CEFMS.

Primary Key on MMD to Work Item(s)

PARA	LINE	DESCRIPTION	NAME	ACT_GR	AUT_GR	MOS/G SERIES	BR	ID	AMS	REQ	AUTH	ONBOARD	REMARK
004D	05	Attorney Adv (Gen)	John Name Employee	14	14	00905	GS	C	08503122100	1	1	1	Program
001	12	Secretary (OA)	Suzy Q. Employee	11	11	00318	GS	C	08503124110	1	1	1	Operating
66	01	Chief, Install Spt Div	Joe Manager	04	04	00801	ES	C	43701811DE0	1	1	1	Program
05	02	Envr Protect Spec	01OCT3FLQDRD00024902	00	15	00028	GS	C	62272083500	1	1	1	Program
08	08	Realty Spec	C. Long-Foster	13	13	01170	GS	C	700000BRC00	1	1	1	Program

Figure 1 (Sample of MMD of both Program/Reimbursable and Operating Funds AMS codes)

Positions on the MMD (figure1) which are funded by Program and reimbursable funding don't always charge to only one work item; however, the Responsible Employee or Program Managers will create the Labor Authorizations for these accounts. They will in turn provide Timekeepers with the appropriate Labor Charge codes for these positions on the MMD. However, it is each employee's responsibility to let the timekeeper know what projects/labor charge codes they have worked against each pay period.

Thus far this year, several timekeepers have used the prior year Labor Charge Codes in error. Since implementation of the Chief's Permission Slip, he has suggested that we ask ourselves three very important questions. Two of the questions are easily answered. When the wrong labor charge codes are used:

- 1) It is not good for the customer (organization).
- 2) It is not legal or ethical.

However, the answer to the third question lies within the timekeeper's commitment to exercise diligence and accurate T&A reporting:

- 3) Is it something I am willing to be accountable for?

When the wrong labor charge code is selected, it affects labor cost accounting, reporting, and financial integrity. These costs must be transferred to the correct labor charge code immediately upon discovery of the error. Often the reason given for selecting the wrong labor charge code is "Timekeeper Error." While there may be a myriad of reasons for "Timekeeper Error," the most prevalent is "I was in a hurry." In the month of October alone, there was \$183,731 in erroneous labor charges as a result of timekeepers selecting the wrong fiscal year's charge codes. To avoid this problem and minimize labor rejects, timekeepers are urged to take the time to ensure the correct labor charge code is selected the first time, saving themselves and their supervisors' time in making corrections. Additionally supervisor's should look at labor charge codes when they certify time and attendance, because they are ultimately certifying not only that the employee worked the hours indicated but that they worked on the programs/projects appropriate for the funds being charged.

When labor cost transfers are necessary, fax is the preferred method to receive them in the HECSA Budget Office (CEHEC-RM-B). After supervisors have certified the correct labor hours and appropriate labor charge codes, please fax documentation to 703-428-7287, Attention: Marticia Banks-Booker.

DFAS

<http://www.dfas.mil/>

Office of the Assistant Secretary of the Army for Financial Management and Comptroller

<http://www.asafm.army.mil/default.asp>

Garnishments

<http://www.dfas.mil/money/garnish>

JTR & JFTR Joint Travel Regulation and Joint Federal Travel Regulation

<http://www.dtic.mil/perdiem/trvlregs.html>

Per Diem Committee Home Page

<http://www.dtic.mil/perdiem/>

Per Diem Rates - Query

<http://www.dtic.mil/perdiem/pdrates.html>

Reengineered Travel

<http://www.dtic.mil/travelink/>

USACE Finance Center

<http://www.fc.usace.army.mil>

Comptroller General Decisions

<http://www.gao.gov/decisions/decision.htm>

GSA Home Page

<http://www.gsa.gov>

GSA Value Lodging

<http://www.gsa.gov/regions/r9/travel/>

HECSA Resource Management Office

<http://www.hecsa.usace.army.mil/hecsarmm.htm>

GSA Federal Travel Regulation - click on Travel Management

<http://www.policyworks.gov/org/main/mt/homepage/mtt/FTR/FTRHP.shtml>

Social Security Administration

<http://www.ssa.gov>

TSP

<http://www.tsp.gov>

CEFMS Business Process Guide for HQUSACE

<http://www.hecsa.usace.army.mil/hxsystems/tochq.htm>

DOD Transit Subsidy Web Site

<http://www.dtic.mil/ref/html/NCRTransitpass.html>

Applying for the Transit Subsidy Program

<http://www.dtic.mil/ref/html/Applying.html>

Withdrawing from the Transit Subsidy Program

<http://www.dtic.mil/ref/html/Disenrolling.html>

Transit Subsidy Distribution Dates (All Locations)

<http://www.dtic.mil/ref/html/Disbursementloc.html>

